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ABSTRACT

A study compared the organizational styles of television station program directors (PDs) against indicators of market and department size, personnel stability, job satisfaction, and productivity. Researchers used the four types of management styles used by Likert: exploitative authoritarian, benevolent authoritarian, consultative, and participative. The study sought to (1) assess differences in PD's perceptions of organizational characteristics across market and department size, and (2) determine how such personnel characteristics as personnel stability, job satisfaction, and productivity vary according to organizational characteristics in U.S. television stations. Questionnaires were completed by 181 (66.1%) PDs at 274 randomly selected United States television stations. The results of the questionnaire indicated that management principles and practices are homogenized throughout the industry and relatively so over different sized markets and departments. Significant differences occurred in the areas of leadership, control, and decision-making, indicating that PDs affiliated with the largest markets and departments perceive their stations' organizational styles to be more participatory than PDs at small or medium-sized stations. Job satisfaction among PDs was generally high to very high. Personnel stability and productivity did not appear to vary, despite differences in organizational characteristics although greater job satisfaction was found to be tied to the more consultative management styles. The findings showed that PDs oriented toward higher levels of management style in their operations expressed greater job satisfaction. (HTH)

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PERSONNEL CHARACTERISTICS, JOB SATISFACTION, AND ORGANIZATIONAL STYLES OF TELEVISION PROGRAM DIRECTORS OVER MARKET RANKS AND STATION SIZES

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PERSONNEL CHARACTERISTICS, JOB SATISFACTION, AND ORGANIZATIONAL STYLES OF TELEVISION PROGRAM DIRECTORS OVER MARKET RANKS AND STATION SIZE

Abstract

Likert has identified four types of management style: exploitative authoritarian, benevolent authoritarian, consultative, and participative. His system approach for assessing management style is adapted in this study to describe management approaches identified by television Program Directors.

After the general manager, the Program Director is responsible for more areas of station operations than any other person at the station. However, studies of television program directors have not identified their management styles or how they relate to market and department size, job satisfaction, personnel stability, and productivity. Two research questions assess the influence of such factors on managerial style.

Mail questionnaires were sent PDs at 274 randomly selected TV stations from a population of 813 commercially licensed U.S. television stations. Replies were received from 181 (66.1%) of the the sample members and respondents' were compared with nonrespondents on ten known population characteristics with the result that responding PDs reflect the population and do not differ significantly from nonrespondents.

The findings indicate that management principles and practices are homogenized throughout the industry and relatively so over different size markets and departments. Significant differences occurred in the areas of leadership, control and decision-making, indicating that PDs affiliated with the largest markets and departments perceive their stations' organizational styles to be more participatory than do small or midsize station PDs. Job satisfaction among PDs was found to be generally high to very high on an eight-item scale. Personnel stability and productivity did not appear to vary despite differences in organizational characteristics although greater job satisfaction was found to be tied to the more consultative and participatory management styles. These findings show that PDs who endosed higher levels of management style as descriptive of their operations expressed greater job satisfaction.

PERSONNEL CHARACTERISTICS, JOB SATISFACTION, AND ORGANIZATIONAL STYLES OF TELEVISION PROGRAM DIRECTORS OVER MARKET RANKS AND STATION SIZES

Management practices at television stations have long been thought similar to those of any other organization (Tower, 1958). The measure of the broadcast managers' success, is frequently tied to the success of the product, television programming, as measured by ratings points and spot sales (Quaal and Brown, 1976: 282; Hurwitz, 1983). While little empirical data concerning unique management approaches among television managers is available, Quaal and Brown (1976) suggest such an effort might clarify some essential characteristics of television management and identify the values these managers hold about how best to handle human resources. Since little is known about the organizational style of television stations this study offers the first descriptive analysis of management practices perceived to be operating in US television stations.

Beyond description, the purpose of this study is to compare the organizational style of television station Program Directors against indicators of market and department size, personnel stability, job satisfaction, and productivity. The study adapts Likert's (1973) theoretical and measurement approach for analysis of organizational style according to six key elements: leadership, motivation, decision-making, communication, goals and control. The study is guided by two research questions:

1) How do organizational characteristics of Program Directors at US television stations vary according to market and department size?

2) How do personnel characteristics such as job stability, job satisfaction and productivity vary according to organizational characteristics, in US television stations?

The Program Director

After the general manager, the Program Director is responsible for more areas of station operations than any other person at the station (Seidle, 1977). Divisions and staff under his/her authority frequently include production, traffic and continuity, public affairs, any film and program producers, and on-air talent. Where the station is a network affiliate, the Program Director's scheduling responsibilities are reduced. However, she/he is frequently involved in planning and scheduling any live programs produced at the station, as well as ready-made product from non-network program suppliers. This may include local public affairs programs, children's programs, talk shows, and off-network syndicated programs (Warren, 1964). The management role of the Program Director, while already substantial, is likely to expand in the near future as competition for the local audience requires local stations to engage more vigorously in program origination (McHugh, 1982).

As noted earlier, no data are available on Program Director's approaches to management. Yet Bogart's (1974) review of media management suggested a framework for study and suggested questions specifically relevant to the task of describing and characterizing television program directors. He argued that descriptive study of managers would be maximized if such an undertaking were theory-based. Literature assessing theories of organizations suggest certain directions for beginning such a research agenda.

Approaches to Management in Organizations

Traditional management style emphasized authoritarian control, an inflexible chain of command, and a downward flow of directives from managers to subordinates (Likert, 1967). Classical management theory introduced by Fayol (1949) stressed division of work into its component parts, unity of command, and centralized authority. Peters and Waterman (1982) term this

the military model and indicate that besides impeding productivity it is founded on outdated assumptions of individual initiative and the value of peer group involvement in such aspects of management as control, decision-making, and the establishment of realistic expectations for employees.

In an authoritarian environment, subordinates are likely to make their individuality invisible to management or to communicate only those bits of information calculated to please while conflict, very likely, remains hidden until it emerges at the point where differences have crystallized and position lines are entrenched. Modern approaches to management, derived from systematic observation of actual practices and procedures of successful and cost-effective management of human beings as vital resources, challenge the premises of authoritarian traditions for not meeting contemporary requirements of either workers or managers.

By the 1950s, McGregor (1960) had identified a need for dynamic collaboration among all personnel as an alternative to classical management approaches, and Likert (1961) had begun empirical studies of managers with the highest records of productivity. His findings indicated that management style correlated with productivity records such that the higher the manager's productivity, the greater the tendency for a participatory rather than an authoritarian management approach (Likert, 1961, 1967). More recent studies stress that job satisfaction, personnel stability and productivity are greater the more open the management style of the organization (Peters and Waterman, 1982).

Social research has identified a number of changes in technology, in the education system, and in American society which have a baring on the relationship between managers and subordinates. Technology, for instance, frequently changes so rapidly as to place any manager at a disadvantage on

occasions when dealing with more technically qualified subordinates who may be more familiar with the latest developments in computers, telecommunications, and other complex specialty areas. Employees are not likely to respond favorably to traditional authoritarian management styles which assume the "boss" or manager always knows more about relevant aspects of the job than their subordinates. Under such circumstances, an authoritarian approach to management increases the potential for mistakes of superiors--or their lack of knowledge concerning specialized technical advances--passing uncorrected by more enlightened employees who lack encouragement from management to share their knowledge, concerned that an open exchange will result in their being penalized despite good intentions and the benefit "speaking out" may bring to the organization (Ewing, 1983).

In many instances, employees of the 1980s are better educated than any previous generation of workers; a great number constitute what is currently termed the knowledge work force (Schiller, 1978). These individuals have spent many years in classrooms where they have received instruction in the value of participatory group relations and have acquired a sense of individual rights and obligations in society which are inconsistent with rigidly authoritarian perspectives (Ewing, 1983.) Also, changes in American society, such as the human potential movement and the social activism of the 1960s, have placed a high premium on individual initiative, responsibility, and judgement. The woman's and civil rights movements and Affirmative Action requirements have expanded participation among all members of society regardless of sex or race and have contributed to the creation of expectations in the work place about the treatment and rights individuals deserve, as well as instilling a sense of individuals' obligations as members of an organizational team. Likert (1961: 1-2) and others (Peters and Waterman, 1982) have stressed the relationship between expectations and employee

attitudes. Favorable attitudes develop from favorable expectations and experiences.

In many instances, non-economic motivations, like an emphasis on individual freedom, responsibility, trust, confidence, creativity, and judgement are as highly regarded by today's employees as are economic incentives in deciding what organization or work environment is best suited to employee needs for security and job satisfaction (Ewing, 1983). These same characteristics are reported by Peters and Waterman (1982) as contributing to increases in productivity among the 'excellent' companies they studied.

The systems theory of organizational characteristics developed by Likert (1961, 1967, and 1973) clarifies empirically the presence and effect of authoritarian approaches to management compared with more participatory approaches. Likert's theory, which Littlejohn (1983: 246) credits as "the most detailed theory of human relations, and surely the most explanatory," classifies organizations into four progressively more participatory systems. System 1--labeled exploitative-authoritarian--is the most extreme example of the classical authoritarian management type. System 2--labeled benevolent-authoritarian--the most commonly practiced management approach of the 1960s continues to be the management model of many firms in the 1980s (Ewing, 1983; Peters and Waterman, 1982). This system is characterized as lacking trust in employees and being based on management telling subordinates what to do, training them to do it properly and inspecting their behavior to determine that they did it (Likert, 1967: 135). System 3--labeled consultative--engages employees in more group and problem-solving activities with management and allows subordinates a degree of freedom to discuss matters openly; however, decision-making usually remains under the control of the manager. System 4--labeled participative--fully involves subordinates and

managers in all aspects of the management process, including decision-making, goal-setting, and control.

In this study, Likert's device for assessing current systems of management style is utilized by collecting responses to eighteen statements grouped into six clusters: leadership, motivation, communication, decision-making, goals and control. His research, based largely on longitudinal studies of organizations, indicates that responses to each cluster of questions demonstrate relatively high intercorrelation because the system approach most frequently employed by an organization tends to be internally consistent across each dimension (Likert, 1967: 123).

The study investigates the approach to management Program Directors perceive operating in their local stations. These data were then crosstabulated with other data reflecting market and station size, job satisfaction, and personnel and productivity characteristics to assess how well organizational style functions as a predictor variable. In other words, this study examined, in a new context, Likert's assumption that consultative and participatory management styles are more effective than the authoritarian styles and will therefore be associated with higher levels of job satisfaction, personnel stability and productivity.

Methodology

The population included all commercial television stations in operation in the continental U.S. for a minimum of one year, as of January 1984 . This information was derived from the Broadcasting Cablecasting Yearbook 1983 and the Televidion Factbook 1981-82. The 818 stations thus identified were entered into a computer file with data such as market rank, network affiliation, TVHHs in the ADI, spot rate, and the state of license. During fielding, five stations that had not met the published air date, had

left the air or could not be contacted by mail or telephone were dropped from the population. The population, reduced to 813 stations was represented by subpopulations of 198, 329 and 286 reflecting the 25 largest markets, the next 75, and the remaining 110. Samples of 90, 93, and 91 were drawn from each strata and these 274 stations constituted the sample of the population.

Data were collected via mailed questionnaires using an instrument divided into four sections. The first section, labeled "Station/Company Characteristics," tapped department size and complexity; the second, labeled "Personal Satisfaction Level," assessed job satisfaction. The third section, an adaptation of Likert's four-system model of management practices and style was labeled "Elements of Organizational Style." The fourth, labeled "Personal Characteristics and Practices," tapped demographic data.

The conduct of the mail survey consisted of an introductory letter followed by a three-wave pattern with a follow-up on each wave--the first two by postcard, the third by telephone. Questionnaire packets contained a cover letter, a questionnaire, and a reply envelope. Each questionnaire was numbered to correspond to the station allowing for a check-in procedure as responses were received.

Analysis of the data began with SPSS subprogram FREQUENCIES to develop basic descriptions of all responses. Subprogram FACTOR was used to evaluate the job satisfaction items and to confirm/identify elements of statisfaction with and loyalty to the place of employment. Subprogram RELIABILITY produced an Alpha estimate of the internal consistency of the eight-item scale that resulted. Subprogram CROSSTABS was then used to check on interrelationships between pairs of variables of interest to the research questions guiding the study. Chi square was used to establish the probability that an observed relationship, or lack of one, was not a chance occurrence. The criterion level was premised on $p = .05$ in all cases. All significant Chi-square

values reported are accompanied by Cramer's V as an indicator of the degree of interdependence observed.

Results

Similarities of Sample and Population

Of 274 mail questionnaires sent to broadcast television station Program Directors(PDs), 181 (66.1%) were returned and usable. Stations represented by responding PDs were compared to those represented by non-responding PDs over ten different, albeit overlapping characteristics. Four of these; channel assignment, network affiliation, market rank strata, and distribution among the states, were assessed by application of Chi square. None of the stations represented by the sample were found to differ significantly from the population on these four characteristics. An additional six other characteristics; number of TVHHs in the ADI, number of TVHHS in the TSA, base rate for network advertising, net weekly audience, average daily audience, and spot rate figures were assessed using student's t ratio. Again these comparisons showed responding stations were not significantly different from the population on any of the six variables. Hence, over ten different, albeit overlapping characteristics, these 181 responding PDs are generally reflective of what might have been learned from all PDs in the sample/population. While these comparisons do not justify broad generalization from respondents to the population, they do suggest limited generalization has some place in discussion of the population despite the fact that the response rate fell below the desired 100%.

First Research Question

The first research question asked: How do organizational characteristics of Program Directors at U.S. television stations vary according to the market size in which a station is located? According to the size of the department itself?

Frequencies for eighteen items used to assess perceptions of organizational style are presented in Table 1 (Appendix) by groupings which correspond to the six clusters identified by Likert: leadership, motivation, communication, decision-making, goals and control. The leadership cluster was represented by three items assessing PDs perceptions of confidence and trust shown subordinates, freedom subordinates feel to talk with superiors about the job, and how often subordinates ideas are sought and used constructively. As shown in Table 1, the majority or plurality response for all three leadership items indicates that most respondents identified their stations as type 3--consultative, followed by minorities of almost one third identifying theirs as type 4--participative on the first and second items and about one-quarter identifying theirs as type 2--benevolent authoritarian--on the third item assessing use of subordinates ideas.

The motivation construct was assessed by another three items which asked PDs about their perceptions of employee motivation tactics, felt responsibility for achieving organizational goals, and the existence of cooperative teamwork at the station. Again Table 1 indicates that on the first and third items majorities of over 60% identified their stations as type 4--participative--while, on the second item assessing responsibility for goals, the largest plurality (73/40.3%) identified their stations as functioning at the type 2 level--benevolent-authoritarian.

The communication cluster included four items assessing PDs' perceptions of the usual direction of information flow, acceptance of downward communication, accuracy of upward communication, and superiors' knowledge of subordinates' problems. Frequencies in Table 1 indicate a consultative to participative pattern. The first two items are identified with the type 4--participative--style by the largest plurality (78/43.1) and majority (111/61.3%). For the last two items, majority (119/65.7%) and plurality

(69/38.1%) responses fell into the type 3--consultative--management style.

Decision-making was assessed by three items: the level at which decisions are perceived to be made, subordinate involvement in the decision-making process, and what the process contributes to motivation. As shown in Table 1, the type 3--consultative--style was indicated by the largest percentage of respondents on all three items. Goals were assessed by two items asking how they get established, and whether covert resistance to them is present at the station. As in the decision-making cluster, the type 3 response--consultative--was reported most frequently by responding PDs.

The control cluster contained three items assessing PDs' perceptions of the degree of concentration of control and review functions, whether an informal organization resists the formal, and the uses made of cost, productivity, and other control data at their stations. The type 4--participative style was reported by a slight plurality (81/44.8%) on the second item and a bare majority on the third (92/50.8%) while the consultative--type 3--response was reported by a plurality (73/40.3%) of respondents to the first item.

Crosstabulations of the organizational elements were sequenced in the same grouped pattern to assess their impact against market size followed by department size on leadership, motivation, etc. Because of low response frequencies to system types 1 and 2, these categories were collapsed. Usable responses were provided by 55 (31%) PDs in the top 25 markets, by 65 (36%) in the next-75, and 59 (33%) in the remaining 110 ranked markets. Two leadership and one control items were observed to be significantly interdependent with market rank.

The first of the significant leadership items asked, "How often are subordinates ideas sought and used constructively?" This produced $X^2(4) =$

9.850, p = .043, V = .166 and a response pattern wherein a majority of small and mid-sized market PDs endorsed the type 3 response, "often" as did the largest plurality of large market PDs. However, a greater number of large market PDs endorsed the type 4 response, "very frequently" more often than did those affiliated with either midsize or small stations.

The second significant finding occurred on the leadership item asking, "How free do subordinates feel to talk to superiors about the job?" The X^2 (4) = 11.626, p = .020, V = .180 is reflected by a pattern of increasing selection of the system types 1-2 responses as market size decreases. Large-market PDs endorsed type 4 over type 3 by a slight margin, midsize-market PDs endorsed type 3 by a substantial majority, and small market PDs followed suit but without a majority.

The final significant interdependency was observed on the control item, "How concentrated are control and review functions?" The X^2 (4) = 12. 529, p = .014, V = .189 reflects decreasing endorsement of types 1-2 responses as market size increases with large- and midsize-market PDs predominately endorsing type 3 while small-market PDs split almost evenly across the categories but favored types 1-2, then 4 over 3.

Department sizes were categorized as small (0-3 fulltime employees), medium (4-14), and large (15 or more). The leadership item assessing confidence and trust shown subordinates yielded (X^2 = 9.627, p = .047, V = .167) and the decision-making item assessing subordinate involvement in work-related decisions, produced (X^2 (4) = 9.616, p = .047, V = .167). The response pattern for the leadership item (confidence and trust shown subordinates) revealed majorities endorsed the type 3 , " a great deal," response with variation in the types 1-2 and 4 frequencies. The larger the department, the greater the likelihood of type 4 responses and the smaller, the greater the likelihood of types 1-2 responses.

The decision item ("Are subordinates involved in decisions related to their work?") was associated with a pattern of PDs endorsing types 1-2 responses less frequently as department size increases, a majority of each department-size group endorsing the type 3, "generally consulted" response with medium-size department PDs providing the largest majority.

Second Research Question

The second research question asked: How do such personnel characteristics as personnel stability, job satisfaction and productivity vary according to organizational characteristics, in U.S. TV stations? The eighteen items identifying Likert's four management types were used to tap organizational characteristics, as noted above; items assessing personnel stability in the station/company tapped stability; and an eight-item scale assessed job satisfaction. Productivity was indexed by PD estimates of general programming rank and programming standings in the market.

Job satisfaction was addressed by a unit of eighteen Likert-type items, about a dozen of which were selected or designed to assess job satisfaction. All items were entered into a factor analysis; and an eight-item scale with a reliability coefficient of Alpha = .889 resulted. These data indicate that overall job satisfaction among PDs is quite high. Statistics for all eighteen items are presented in Table 2 (Appendix) with the scale items appearing first. The summary indicates that for seven of the eight scale items the majority or plurality of responding PDs marked the highest or next highest level of agreement with the statement while on one, assessing perceptions of having to change stations to receive deserved compensation, the largest response group indicated disagreement (61/33.7%), followed by 46(25.4%) who were neutral.

Stability of employment was assessed by an item asking, "How many broadcast professionals have left fulltime employment in your department

during the past twelve months?" Thirteen (7.2%) did not answer, usable responses ranged from none--the mode--(58/32.0%) to twelve (2/1.1%); the median was one (43/23.8%). Responses were converted to a turnover ratio by dividing the number who had left the department by the number of fulltime employees in the department reported in another item. This ratio could not be calculated for 19 (10.5%), but it ranged between extremes of zero (55/30.4%) and 300% (1.6%), the modal response was zero, the median fell at 8.7%.

Asked when the station had last changed hands, 68 (37.6%) responded never; others reported station sale in 1951 (1/.6%) through 1984 (10/5.5%). These 113 respondents were then asked if change of ownership had led to personnel replacement in middle- and upper-level management positions. Thirteen (7.2%) provided no response; 53 (29.3%) said yes 47 (26%) no. Of 100 reported station sales, 53.0% resulted in management personnel changes, 47.0% no changes.

PDs indicated that station practices for filling middle/upper level management positions followed a policy of promotion from within in 77 (42.5%) cases, by recruiting from outside in 7 (3.9%), and both in a majority of cases (97/53.6%). These PDs further indicated that their own experience involved a majority (108/59.7%) moving into their posts from within the same company--although not always within the same market; 47 (26.0%) had come from another television broadcasting company and 8 (4.4%) had come from outside television broadcasting.

Interdependencies were assessed between organizational elements and items tapping job satisfaction and personnel stability by running cross-tabulations juxtaposing the 18 organizational variables against each of the eight job satisfaction scale items and the four personnel stability items. Results for personnel stability comparisons are reported first.

Turnover ratio was divided into three categories--zero turnover, under 18.5% and over 18.5%. This ratio was not significantly interdependent with any of the organizational elements. Hiring practice when a station is sold was significantly related to the leadership item assessing confidence and trust shown subordinates. The X^2 (2) = 7.927, p = .019, V = .283 was reflected by a response pattern in which majorities of PDs endorsing authoritarian management systems--types 1-2--and participative systems--type 4--affirmed managerial replacement while those reporting the type 3--consultative--response did not.

The second significant test statistic involved the communication element assessing the usual direction of information flow over PDs own experience in moving into their posts. The X^2 (2) = 7.984, p = .019, V = .223 reflected a response pattern of a majority of PDs endorsing all management types having come from within the company, with the largest majority (38/80.9%) endorsing type 3, the smallest type 4 (39/55.7%).

The effect of organizational characteristics on job satisfaction was examined by crosstabulating Likert's eighteen variables with the eight items in the job satisfaction scale. The analysis of these results is presented in the cluster groups Likert identified: leadership, motivation, etc.. A total of 74 comparisons met the criterion level. All significant Chi-square values are presented in Table 3 (Appendix) and the response patterns are summarized briefly in the paragraphs that follow.

The leadership cluster of three items over the eight job satisfaction items produced sixteen significant test statistics (Table 3). The response pattern showed higher degrees of satisfaction expressed by PDs who identified their stations' operations with higher managerial styles. Half of the response patterns showed the highest degree of satisfaction being expressed

by PDs who endorsed the type 4 managerial style. The other half showed a pattern of the next highest degree of job satisfaction being expressed most frequently by PDs who endorsed either the type 3 or 4 styles. PDs identifying their stations with the types 1-2 responses tended to vary between the neutral and lower satisfaction replies to the eight scale items; however in four instances, the majority or plurality indicated the next highest satisfaction response and, in one case, the highest. PDs endorsing the type 3 level of management structure tended to vary between the highest and next highest satisfaction responses as frequently as did those who endorsed the type 4 system level and, in one instance, endorsed the lower satisfaction response. Overall, those who endorsed the type 3 response rarely indicated being as frequently dissatisfied or as frequently satisfied as those who reported leadership at their station functioning at a lower or higher management level.

The three-element motivation cluster produced 12 significant interdependencies against job satisfaction items (Table 3). The pattern was indicative of few expressions of the highest level of satisfaction, even among PDs endorsing the type 4 style. In all comparisons, greater job satisfaction was expressed by PDs identifying their stations with the type 3--consultative--and type 4--participative--styles than was expressed by those identifying theirs with the types 1-2 styles. However, in 8 of the 12 comparisons, the combined majority and plurality response options for the highest and next highest satisfaction levels favored perceptions of the type 3 management style as more satisfying than the type 4 or other styles. These data indicate that, particularly in the areas of motivation methods and cooperative teamwork, greater satisfaction is tied to the type 3--consultative style of management. In the other four comparisons the pattern showed increasing satisfaction as management styles rose.

The four communication elements over these same job satisfaction items produced sixteen significant test statistics (Table 3). The pattern here was more mixed. In eleven comparisons, PDs selected the higher levels of satisfaction despite the organizational styles endorsed. However, in every case the pattern was indicative of the more authoritarian (types 1-2) management styles being associated with a smaller plurality or majority of response frequencies than those endorsing the type 3 or 4 styles. In the other five comparisons the expected pattern of increasing satisfaction as management style increased was reflected.

Among PDs identifying their stations as types 3 and 4 on communication elements, the tendency was toward increasing degrees of satisfaction as management level increased in all but four of these 16 comparisons. However, on the communication element assessing superiors' knowledge of problems faced by subordinates, the consultative approach emerged as more satisfactory than the participative. Overall, the pattern to emerge on the four communication elements is quite mixed.

Among the three decision-making elements assessed against the job satisfaction items, 14 significant test statistics were produced (Table 3). The pattern of response indicated greater degrees of satisfaction being expressed as system levels increased. Those who identified their stations as more authoritarian consistently indicated lower degrees of satisfaction than those who identified theirs as consultative or participatory. In all but one comparison the type 3 organizational style is associated with somewhat less job satisfaction than is the type 4 style, if consideration is given to the direction of the majority and plurality response patterns for either group.

The two goals items produced six significant interdependencies; all but

one conformed with the familiar pattern of more relative job satisfaction being associated with the highest management style (Table 3). The nonconforming comparison occurred on the crosstabulation of how goals are established and the fair deal for self item. While the response pattern at the lowest level of management styles was generally consistent with theoretical expectations, more satisfaction was reported by PDs endorsing the consultative over the participative approach at the higher levels.

The three-element control cluster produced eight significant interdependencies (Table 3). In two of these comparisons, the findings did not conform with expectations. In one instance, the most authoritarian management style was associated with the highest job satisfaction, slightly higher in fact than expressed by PDs who associated their stations with the type 4 management approach and substantially higher than those who indicated type 3. This anomaly occurred on the comparison of the control item inquiring about the existence of an informal organization resisting the formal one. Among PDs who identified their stations as definitely or usually experiencing such resistance, a substantial majority also indicated the highest degree of pride in their stations.

No significant interdependencies were observed against productivity measures assessing general programming rank in the market or programming standings in the market.

Discussion

The first research question assesses differences in PDs' perceptions of organizational characteristics across market and department size. Overall, PDs perceptions' of station operation indicated their view that company/department operations are relatively open and nonauthoritarian, somewhat enlightened in management principles and practices. Relatively few PDs per-

ceive their station operations to be predominantly a type 2--benevolent authoritarian-- except on the motivation item assessing where responsibility is felt for achieving organizational goals. In few instances do PDs admit to type 1 attributes. Particularly in the areas of leadership and decision-making, PDs views reflect a predominant type 3--consultative-- system structure. More evidence of type 4--participative--management styles are reported in the areas of communication, control, and except for the item noted above, motivation.

In general, these data indicate that on the leadership, control and decision-making items where significant differences are observed between the organizational characteristics perceived by PDs affiliated with different size markets and departments, the prevailing tendency is for more participative style responses from PDs affiliated with the largest size markets and departments. These findings suggest that more enlightened management practices in these areas may point to a model for midsize and small stations and departments to emulate if--other things being equal--they desire to become more competitive with their larger station counterparts at creating a working environment which would attract and hold the most qualified personnel.

Specific suggestions from these data to small-market PDs interested in attracting and retaining the most qualified personnel would be to encourage seeking and using subordinates ideas more often, providing more open channels for communication between subordiantes and superiors, and involving subordinates more in control and review activities. Small programming department heads would do well to encourage greater subordinate involvement in work-related decisions and building more confidence and trust throughout their units.

From these analyses personnel stability in television programming departments appears to be only very modestly associated with PDS' perceptions

of differences in organizational characteristics at their stations. Of four variables used to operationalize the concept, turnover, hiring practices, personnel change at time of station sale and the PDs own promotion experience, only the last two produced a significant association. These indicate that personnel replacement at time of station change is related to differences in PDs perceptions of confidence and trust in subordinates. Firms that do replace personnel are more frequently rated benevelent-authoritarian or participatory on this dimension while those that do not are more frequently rated consultative. Moreover, where the usual direction of information flow was down, up and sideways--participative--the tendency was for more PDs to indicate having come to their present positions from outside the station or company.

Job satisfaction among these PDs is frequently associated with organizational style, even though not all job satisfaction scale items were involved in each case. On the leadership elements, the participative or the consultative styles were associated with the higher levels of job satisfaction. All but one of the motivation elements follow this same pattern, however, with greater satisfaction being expressed by PDs endorsing the consultative management approach over the participative particularly in the areas of motivation methods and perceptions of cooperative teamwork.

The four communication elements showed a tendency towards increased degrees of satisfaction being expressed as the management style moved from the more authoritarian to the participative approaches. In the area of how well superiors know problems faced by subordinates, the consultative approach was associated with greater degrees of satisfaction than the participative. Knowledge of subordinates problems against satisfaction with compensation indicated the participative management style was tied to the

lowest satisfaction response for a majority of PDs, the consultative to the next highest.

A participative decision-making style is associated with higher levels of job satisfaction in all but one instance where the consultative approach was tied to greater satisfaction. Also, in all but one comparison of the two goals elements, the participative management style was related to higher levels of satisfaction and, again on this nonconforming comparison, the consultative approach was identified as being most associated with higher levels of satisfaction. All of the control items but two were indicative of the participative style being associated with higher levels of satisfaction. In one instance, however the consultative approach was associated with higher levels of job satisfaction and, in another--assessing the existence of an informal organization resisting the formal one against pride in station--the authoritarian. In all but two comparisons, satisfaction was higher when organizational style was keyed more to the participative or consultative approach.

Conclusions

Extensive research on Likert's management model indicates that effective modern managers are more participative than authoritarian in their approach. The findings of this study suggest some ways TV station PDs may better identify the style or styles being practiced and specific kinds of change they may wish to make to reflect the more effective approach.

These PDs tended to perceive their stations to operate in a consultative mode more than in an authoritarian or a participative mode. Large-station operations were identified as more consultative-participative than small-markets and small programming departments particularly in the areas of leadership and control. Higher degrees of job satisfaction were observed to prevail at stations identified as more consultative-participative than

authoritarian-consultative. While no support was found for differences between organizational style and measures of productivity, job satisfaction has frequently been associated with productivity (Peters and Waterman, 1982: 235-278), supporting the desirability of moving to the more open management styles. Large-station programming departments might be looked to for a pattern to be emulated by smaller-station PDs, whose efforts to elevate management style can enhance a station's ability to attract and retain better educated, better prepared employees and to foster higher productivity levels.

Likert (1973) argued that a shift, properly introduced, can lead to progressive change in the organization which will be positively reflected by improvements in employee attitudes, performance, and job satisfaction throughout the duration of the change process. However, he cautioned, attempts to shift management style rapidly from one system to another may alarm staff personnel unaccustomed to participation in organization decision making and problem solving. Stressing the importance of gradualism, he identified an effective time to launch shifts in the organizational style of management as occurring during periods of cost cutting. Under a system 1 or 2 type management approach, upper-level managers might, instead of simply ordering the cuts, engage middle level managers in frank discussion of the need to cut costs and problem solve with them about how best to do it. Mid-level managers, in turn, might follow suit with their own subordinates, initiating movement to a higher management style.

Further Analysis and Future Research.

A number of findings not reported in this study approached the criterion set for significance but fell slightly short of it. One area for additional analysis would involve multivariate analyses of significant and near-significant relationships. Interaction might emerge which would better

clarify observations reported here. In addition, comparisons could be made against PDs' perceptions of station characteristics by network affiliation/non-affiliation status. Further, these data provide a basis for additional analyses which would take into account station ownership structures as a factor influencing perceptions of organizational characteristics. Such analyses would be useful for determining the degree of coordination of organizational styles within station groups and the comparative success of such efforts as reflected in reports of job satisfaction and personnel stability across market and department sizes. Analyses of subgroup differences could also be compared on variables such as sex, level of educational attainment, and tenure as PD.

This study also suggests some areas where additional research on television Program Directors would be useful and appropriate. Qualitative analyses conducted through participant observation and interviews with PDs, their subordinates, and their superiors at selected stations identified as having "pure" or "mixed" authoritarian, consultative or participative organizational styles could be compared and contrasted to determine effects on job satisfaction and personnel stability. Qualitative study might also help to identify problems associated with progressive efforts to make a transition to a higher management level than the one currently practiced at a particular programming department. Such analysis would help identify those specific characteristics of programming departments which contribute to successful participatory relations between PDs and employees and those where the consultative or authoritarian styles are perceived to prevail in the organization.

Additional survey data assessing perceptions of the rank and file at television programming departments would be useful in clarifying the extent

of agreement between the perceptions of the Program Director and those individuals under his/her direct supervision.

Table 1. Frequencies and Percentages for U.S. Broadcast Television Program Directors' Perceptions of Management Styles as Measured by Likert's Six Clusters of Organizational Characteristics.

	Management Style				
	1	2	3	4	NR
Leadership Items	f/ %	f/ %	f/ %	f/ %	f/ %
1. Confidence and Trust Shown Subordinates	3(1.7)	14(7.7)	104(57.5)	58(32.0)	2(1.1)
2. Freedom Subordinates to Talk to Superiors	3(1.7)	36(19.9)	85(47.0)	55(30.4)	2(1.1)
3. Subordinates Ideas Sought and Used	5(2.8)	42(23.2)	102(56.4)	30(16.6)	2(1.1)
Motivation Items	1	2	3	4	NR
1. Motivation Appraoch	15(8.3)	6(3.3)	45(24.9)	109(60.2)	6(3.3)
2. Responsibility for Goals	24(13.3)	73(40.3)	37(20.4)	45(24.9)	2(1.1)
3. Cooperative Teamwork	2(1.1)	5(2.8)	61(33.7)	113(62.4)	-
Communication	1	2	3	4	NR
1. Usual Direction of Information Flow	12(6.6)	34(18.8)	53(29.3)	78(43.1)	4(2.2)
2. Acceptance of Downward Communication	-	13(7.2)	52(28.7)	111(61.3)	5(2.8)
3. Accuracy of Upward Communication	3(1.7)	20(11.0)	119(65.7)	35(19.3)	4(2.2)
4. Superiors Knowledge of Subordinates Problems	22(12.2)	62(34.3)	69(38.1)	24(13.3)	4(2.2)
Decisions	1	2	3	4	NR
1. Level Decisions Made	29(16.0)	59(32.6)	66(36.5)	23(12.7)	4(2.2)
2. Subordinate Involvement in Decisions	2(1.1)	25(13.8)	113(62.4)	38(21.0)	3(1.7)
3. Contribution to Motivation of Decision Process	9(5.0)	16(8.8)	94(51.9)	58(32.0)	4(2.2)
Goals	1	2	3	4	NR
1. How Goals are Established	15(8.8)	40(22.1)	81(44.8)	42(23.2)	3(1.2)
2. Covert Resistance to Goals	2(1.1)	12(6.6)	102(56.4)	62(34.3)	3(1.2)
Control	1	2	3	4	NR
1. Concentration of Control and Review	14(7.7)	43(23.8)	73(40.3)	46(25.4)	5(2.8)
2. Informal Organization Resisting Formal	6(3.3)	9(5.0)	78(43.1)	81(44.8)	7(3.9)
3. Uses of Control Data	10(5.5)	10(5.5)	63(34.8)	92(50.8)	6(3.3)

Table 2. Degree of Job Satisfaction Expressed by U.S. Television Station Program Directors Presented in Frequencies and Percentages.

Job Satisfaction Scale Items	SA	A	N	D	SD	NR
	f %	f %	f %	f %	f %	f %
Really Enjoy Working Here	100(55.2)	62(34.3)	15(8.3)	4(2.2)	-	-
Position More Interesting Than Others I Could Get	78(43.1)	75(41.4)	17(9.4)	11(6.1)	-	-
Fair Deal for Subordinates	43(23.8)	91(50.3)	28(15.5)	15(8.3)	1(.6)	3(1.7)
Satisfied With Position	64(35.4)	88(48.6)	19(10.5)	9(5.0)	1(.6)	-
Satisfied with Compensation	19(10.5)	77(42.5)	32(21.0)	38(21.0)	11(6.1)	4(2.2)
Change Stations to Receive Deserved Compensation	15(8.3)	36(19.9)	46(25.4)	61(33.7)	22(12.2)	1(1.6)
Proud of Station	101(55.8)	64(35.4)	14(17.7)	1(.6)	1(.6)	-
Fair Deal for Self	39(21.5)	94(51.9)	32(17.7)	13(7.2)	3(1.7)	-

Other Job Satisfaction Items	SA	A	N	D	SD	NR
	f %	f %	f %	f %	f %	f %
Subordinates do Reliable Job	68(37.6)	96(53.0)	10(5.5)	2(1.1)	1(.6)	4(2.2)
Change Stations to Advance	30(16.6)	48(26.5)	43(23.8)	33(18.2)	25(13.8)	2(1.1)
Friends More Interested in Work	-	5(2.8)	15(13.8)	76(42.0)	71(39.2)	4(2.2)
Doing Best Job in Market	70(38.7)	66(36.5)	36(19.9)	6(3.3)	3(1.7)	-
Subordinates Change Stations To Advance	6(3.3)	45(24.9)	49(27.1)	65(35.9)	15(8.3)	1(.6)
Non-broadcasting Friends More Interested in Their Work	-	3(1.7)	29(16.0)	73(40.3)	75(41.4)	1(.6)
Disappointed I Took Position	1(.6)	2(1.1)	6(3.3)	43(23.8)	126(69.6)	3(1.7)
Subordinates Must Change Stations for Deserved Compensation	7(3.9)	29(16.0)	45(24.9)	81(44.8)	17(9.4)	2(1.1)
Stay Here Because of Obligation to Coworkers	24(13.3)	58(32.0)	54(29.8)	41(22.7)	3(1.7)	2(.6)
Stay Here Because of Obligation to Community	4(2.2)	32(17.7)	45(24.9)	78(43.1)	22(12.2)	-

Table 3. Summary of Significant Chi Square Values for Comparisons of Program Directors' Responses to Job Satisfaction Scale Items Against Six Organizational Elements Assessing Leadership, Motivation, Communication, Decision-Making, Goals, and Control.

Job Satisfaction	Organizational Elements			
Leadership: Item 1. How often are subordinates ideas sought and used constructively?				
	X2	p	df	V
Really enjoy working here	13.050	.001	4	.191
Interest in position	18.317	.001	4	.226
Change stations for compensation	14.212	.027	6	.200
Proud of station	10.312	.036	4	.170
Fair deal for self	20.274	.001	4	.238
Item 2. How much confidence and trust is shown subordinates?				
	X2	p	df	V
Really enjoy working here	29.382	.001	4	.286
Fair deal for subordinates	20.752	.001	4	.241
Satisfied with compensation	10.809	.029	4	.176
Change stations for compensation	17.143	.009	6	.219
Proud of station	18.136	.001	4	.225
Fair deal for self	17.664	.001	4	.222
Item 3. How free do subordinates feel to talk to their superiors about the job?				
	X2	p	df	V
Really enjoy working here	11.458	.022	4	.179
Fair deal for subordinates	20.341	.001	4	.239
Change stations for compensation	13.989	.030	6	.198
Proud of station	10.189	.037	4	.168
Fair deal for self	33.514	.001	4	.306
Motivation: Item 1. How much cooperative teamwork exists?				
	X2	p	df	V
Interest in position	11.294	.023	4	.177
Fair deal for subordinates	19.668	.001	4	.235
Satisfied with position	12.206	.016	4	.184
Fair deal for self	16.461	.003	4	.213
Item 2. Where is the responsibility felt for achieving organizational goals?				
Really enjoy working here	11.371	.023	4	.178
Item 3. Does employee motivation make predominant use of 1-fear, 2-threats, 3-punishment, 4-rewards, or 5-involvement?				
	X2	p	df	V
Really enjoy working here	17.918	.001	4	.226
Fair deal for subordinates	15.057	.005	4	.208
Satisfied with position	10.942	.027	4	.177
Satisfied with compensation	9.659	.047	4	.168
Change stations for compensation	15.760	.015	6	.213
Proud of station	12.637	.013	4	.190
Fair deal for self	15.995	.003	4	.214
Communication: Item 1. What is the usual direction of communication flow?				
Really enjoy working here	16.440	.003	4	.216

Table 3. First continuation

Communication:	Item 2.	How is downward communication accepted?			
		X2	p	df	V
Really enjoy working here		16.440	.003	4	.216
Fair deal for subordinates		28.567	.001	4	.285
Satisfied with compensation		20.185	.001	4	.242
Change stations for compensation		24.272	.001	6	.263
Proud of station		22.896	.001	4	.255
Fair deal for self		19.439	.001	4	.235
	Item 3.	How well do superiors know the problems faced by subordinates?			
		X2	p	df	V
Really enjoy working her		12.676	.013	4	.189
Fair deal for subordinates		30.264	.001	4	.293
Satisfied with position		11.270	.024	4	.178
Satisfied with compensation		14.625	.006	4	.204
Change stations for compensation		18.373	.005	6	.289
Fair deal for self		29.500	.001	4	.289
	Item 4.	How accurate is upward communication?			
		X2	p	df	V
Really enjoy working here		14.553	.006	4	.202
Fair deal for subordinates		11.988	.017	4	.184
Fair deal for self		17.907	.001	4	.224
Decision-Making:	Item 1.	Are subordinates involved in decisions related to their work?			
		X2	p	df	V
Really enjoy working here		14.553	.006	4	.202
Fair deal for subordinates		11.988	.017	4	.184
Fair deal for self		17.907	.001	4	.224
	Item 2.	At what level are decisions made?			
		X2	p	df	V
Really enjoy working here		14.640	.006	4	.203
Fair deal for subordinates		10.974	.027	4	.176
Fair deal for self		24.324	.001	4	.262
	Item 3.	What does the decision-making process contribute to motivation?			
		X2	p	df	V
Really enjoy working here		15.978	.003	4	.212
Interest in present position		14.978	.005	4	.206
Fair deal for subordinates		30.330	.001	4	.293
Satisfied with position		9.580	.048	4	.165
Satisfied with compensation		13.302	.010	4	.196
Change stations for compensation		24.815	.001	6	.266
Proud of station		16.368	.003	4	.215
Fair deal for self		22.148	.001	4	.250
Goals:	Item 1.	How are organizational goals established?			
		X2	p	df	V
Really enjoy working here		12.593	.013	4	.188
Fair deal for subordinates		14.555	.006	4	.203
Faair deal for self		11.862	.018	4	.183
	Item 2.	How much covert resistance to goals is present?			
		X2	p	df	V
Really enjoy working here		15.794	.003	4	.211

Table 3. Second continuation

Fair deal for subordinates		12.466	.014	4	.188
Fair deal for self		13.757	.008	4	.197
Control:	Item 1.	How concentrated are review and control functions?			
		X2	p	df	V
Satisfied with position		15.169	.004	4	.208
	Item 2.	Is there an informal organization resisting the formal one?			
		X2	p	df	V
Really enjoy working here		9.641	.047	4	.166
Fair deal for subordinates		21.178	.001	4	.247
Proud of station		10.560	.032	4	.174
Fair deal for self		10.234	.037	4	.171
	Item 3.	What are cost, productivity and other control data used for?			
		X2	p	df	V
Really enjoy working here		17.527	.002	4	.224
Fair deal for subordinates		10.234	.037	4	.171
Fair deal for self		11.871	.018	4	.184

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